



Leading with Purpose in Local Government: Building Resilient Cultures in Uncertain Times

2024 OCCMA Fall Workshop – October 17 Workshop



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What makes it hard to lead humans these days in your sector?

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I'm on a Mission.

To double the number of workplaces that are good for people.

Because when we do, everyone wins.



Let's Get Real: State of Workplace



As few as **21%** of employees are actively engaged globally.

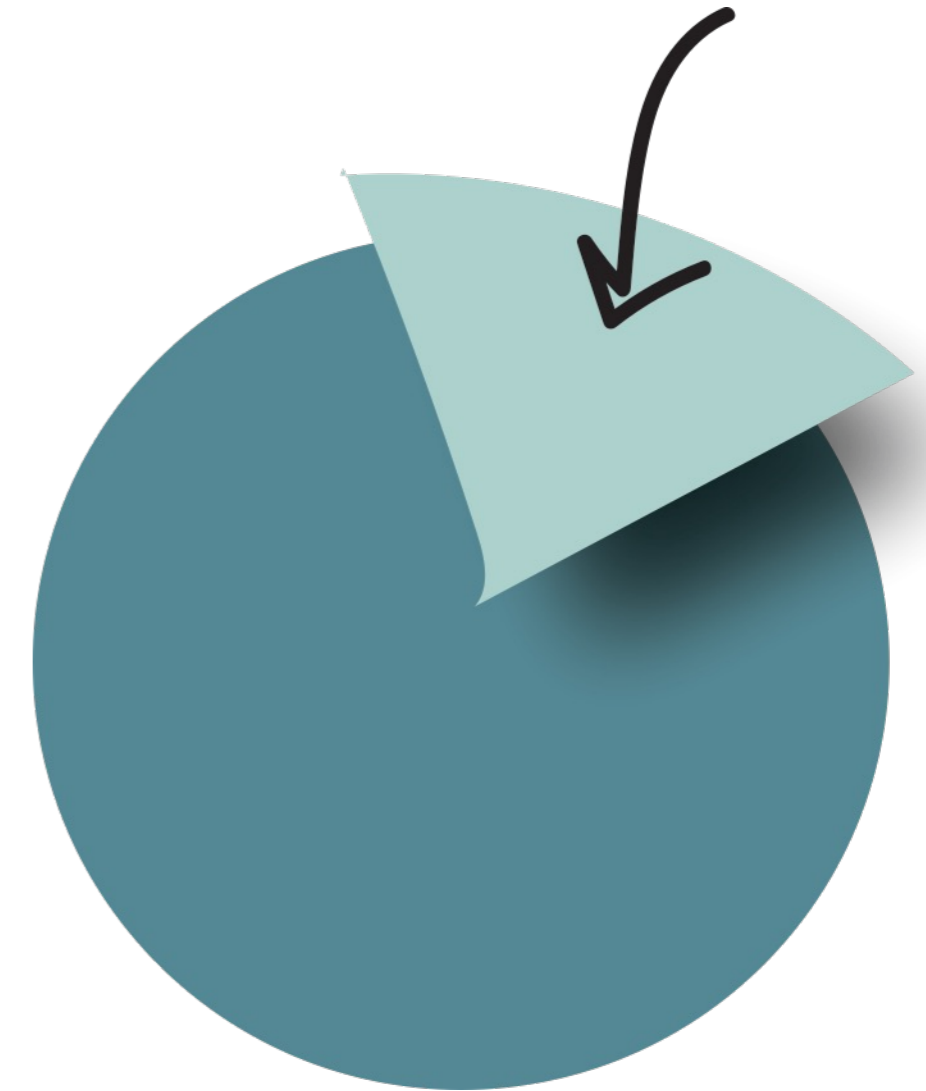
Top 3 reasons people left jobs in 2022 were **NOT FEELING VALUED (54%)**, or **THEIR MANAGER (52%)** and **NOT HAVING A SENSE OF BELONGING (51%)**

Actively disengaged employees cost **\$7.8 trillion** to companies globally in lost productivity or **11%** of global GDP

31% of employees who left their job in 2022 did so to start their own business.

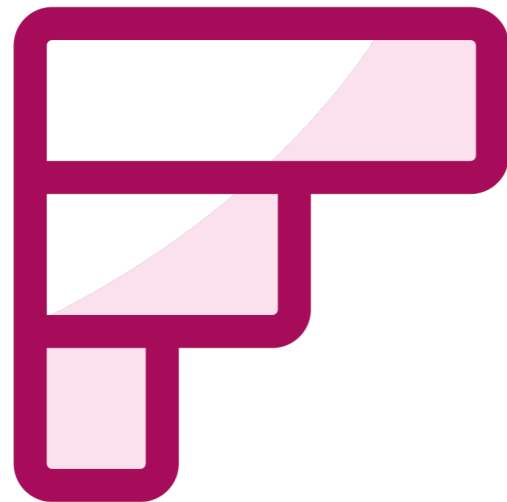
76% of US workers reported at least one symptom of a mental health condition.

81% of workers said they will be looking for workplaces that support mental health in the future.



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Where do you lose time, energy, and resilience?

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Unique Challenges in City Government

- Recruiting/retaining talent, especially younger workers
- Balancing remote work demands with in-office needs
- Navigating polarized political environment and public scrutiny
- Building resilience in staff facing criticism and burnout
- Addressing loneliness and isolation in workforce
- Adapting to accelerated pace of change in society vs. government



... and social isolation is on the rise



Surgeon General: social isolation in U.S. is up – and household family engagement, companionship, social engagement are all down



Social isolation among older adults alone accounts for an estimated \$6.7 billion in excess Medicare spending annually



Lack of social connections can increase risk of premature death as much as smoking up to 15 cigarettes a day

Happiness is on the decline across the country...

Rates of suicide in the U.S.: increasing steadily since the 1990s.

Causes: mental health, social media, opioids, poor social safety net

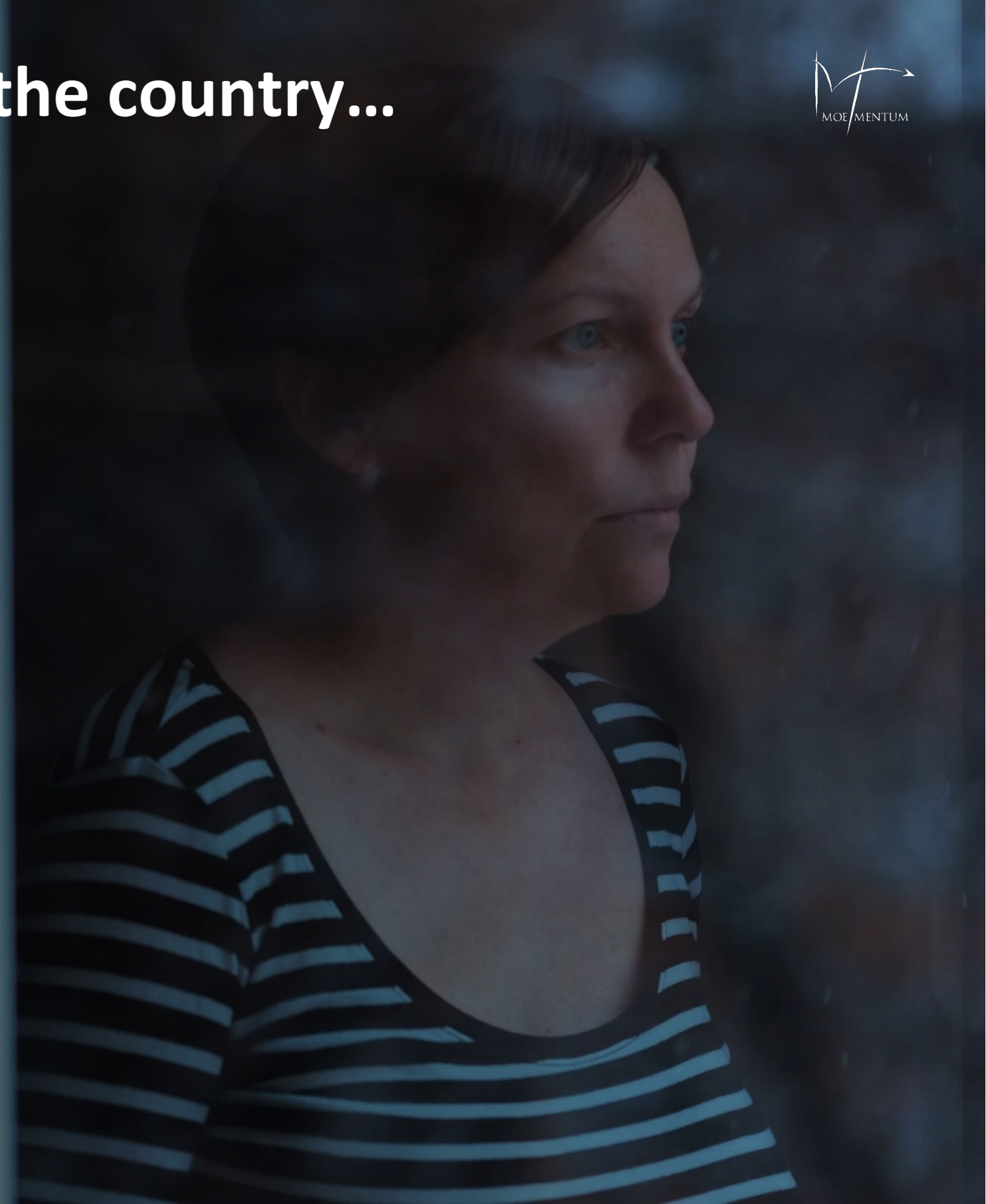


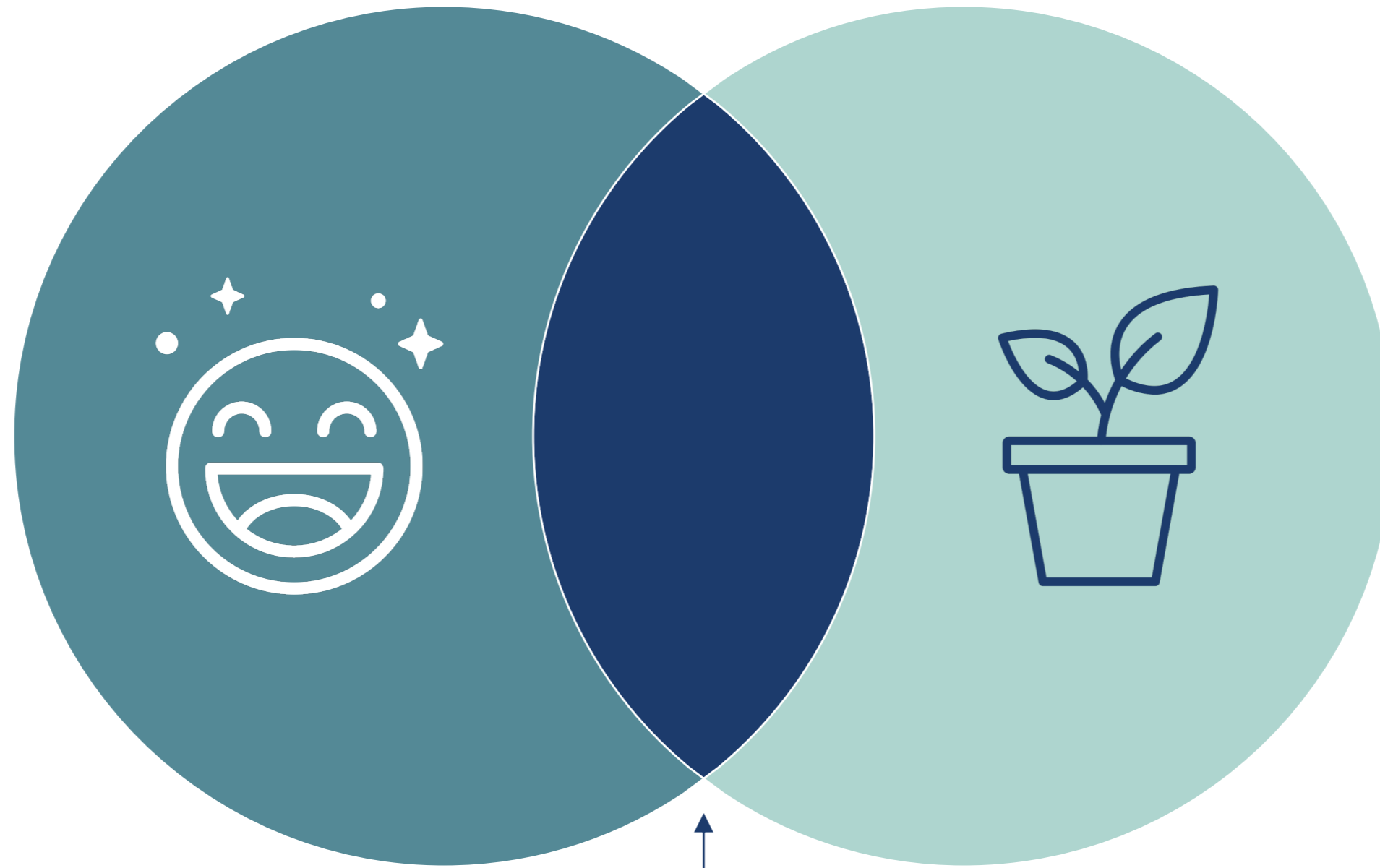
70% of U.S. workers report at least one mental health condition.

84% say their workplace is a contributor



Stress-related absenteeism attributed to loneliness in the U.S. costs employers an estimated \$154 billion annually





↑
Not the same but can co-exist

There's happiness...

A positive emotion or feeling that comes from experiencing joy, contentment, or satisfaction

Happiness can be influenced by any number of external factors

Happiness can also be fleeting...



... and there's thriving

Thriving is a **broader** concept that encompasses not only our happiness, but also other dimensions...



Meaningful relationships



Sense of purpose in life



Feelings of accomplishment



Physical health



Thriving is more stable and resilient

Thriving is a more *stable* state than happiness – and less susceptible to momentary changes in circumstances

Thriving is also more *resilient* in the face of the larger changes and challenges in our world



A top-down view of a white desk with various items: a laptop on the right, a notebook in the center, a yellow pencil, a pair of glasses, and a smartphone on the left. A small potted plant is in the top left corner. The text is overlaid on the notebook and laptop area.

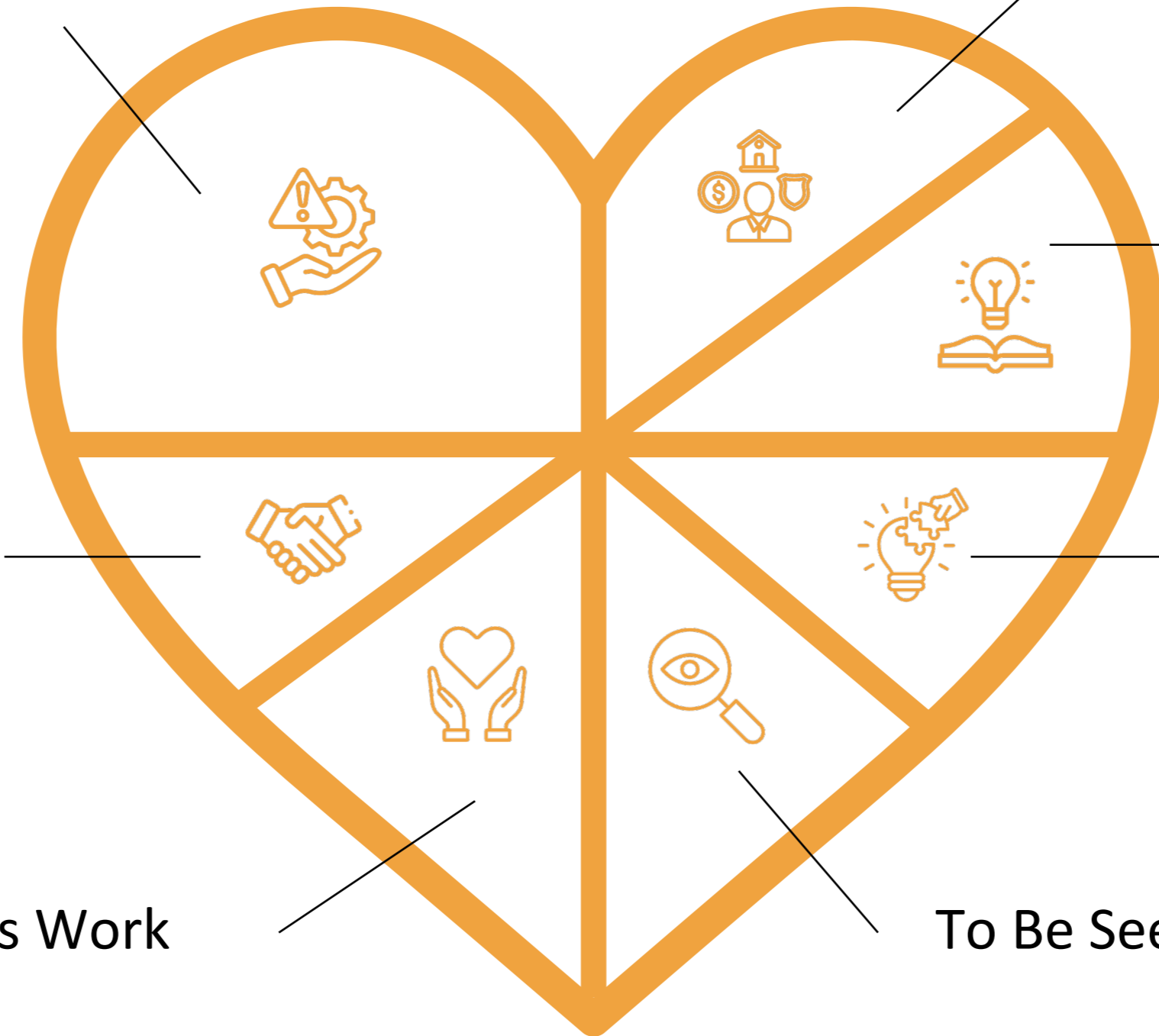
**We spend more time at work than we
do anywhere else**

**And when we thrive there,
everyone wins.
Including our family, friends,
community, and the organization**

7 Things People Need From Work

To be Supported in Taking Risks

To Meet Basic Needs



To Learn

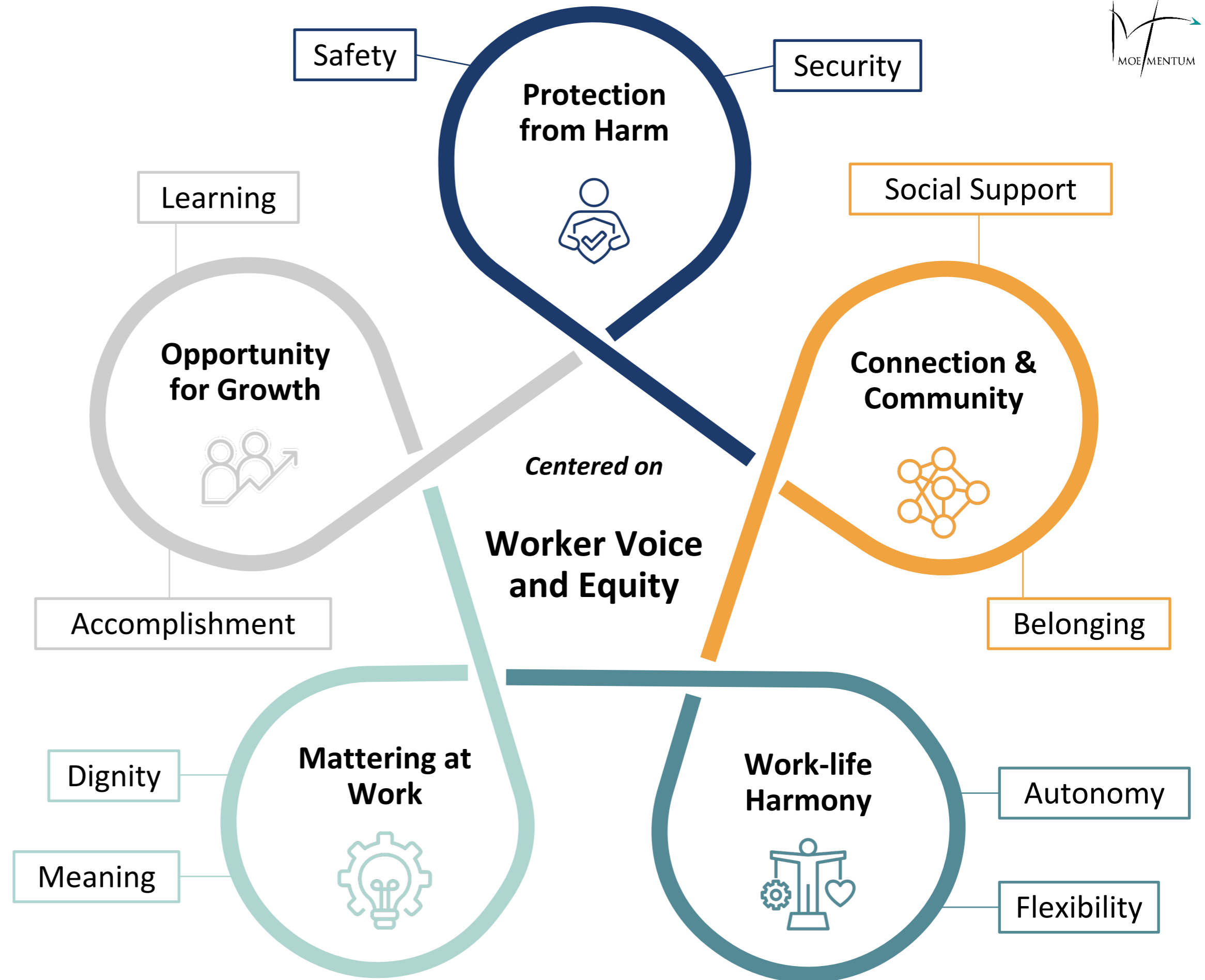
To Connect

To Contribute

To Make our Lives Work

To Be Seen and Known

US Surgeon General's 2022 Report on Workplace Well-being and Mental Health

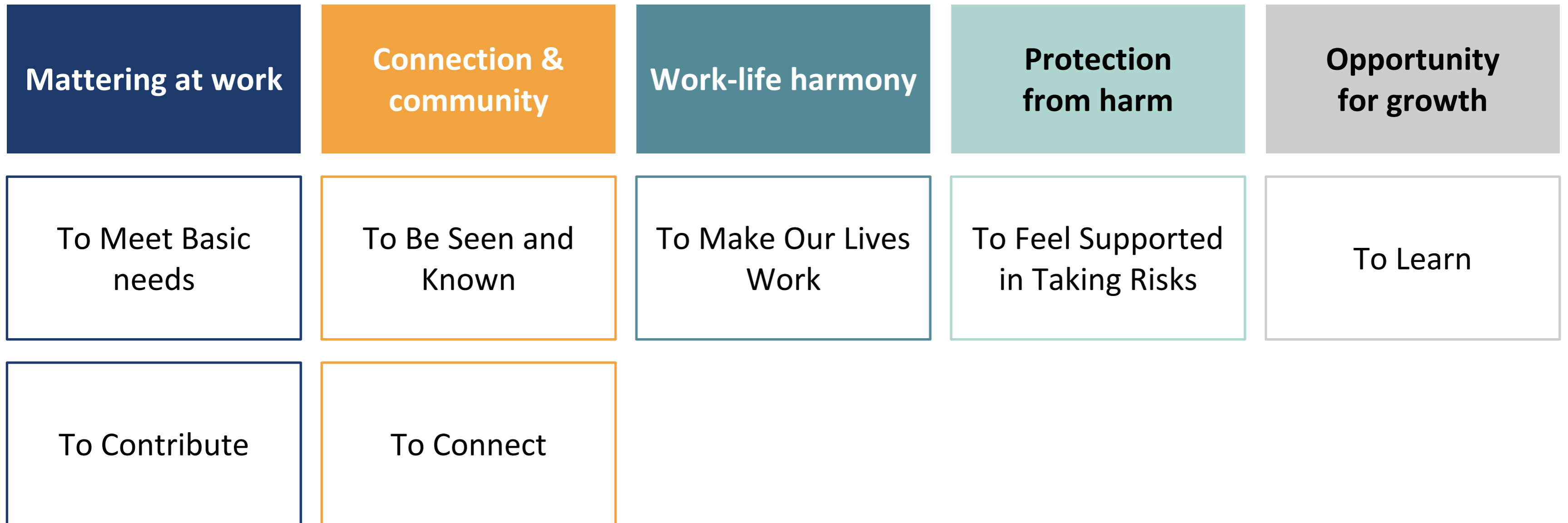


How does a Brave Space workplace compare to the US Surgeon General's framework for workplace mental health and well-being?



■ The 5 essentials for workplace mental health and well-being from Surgeon General in 2022

□ The 7 things we need from work from my research



The five elements of Good work

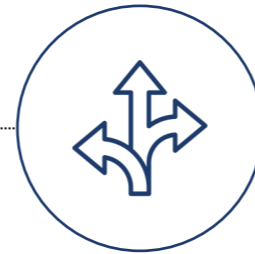


Good Work

A health, equitable, resilient and human-centric future of work, respecting fundamental rights, across in-person, hybrid and virtual work, for all workers



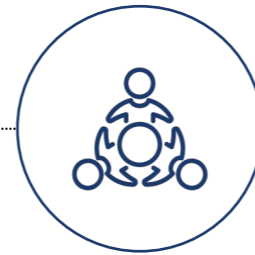
Promote fairness on wages & technology



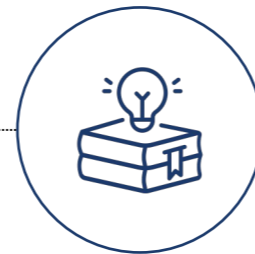
Provide flexibility & protection



Deliver on health & well-being



Drive diversity, equity & inclusion



Foster employability & learning culture

BRAVESPACE WORKPLACE

One where people can show up as they are,
both perfect and flawed, and do great things together.
Bravespace Workplaces activate, enliven, and tenderly
support the complex humans that we are so that we can
bring all of ourselves to work every day.

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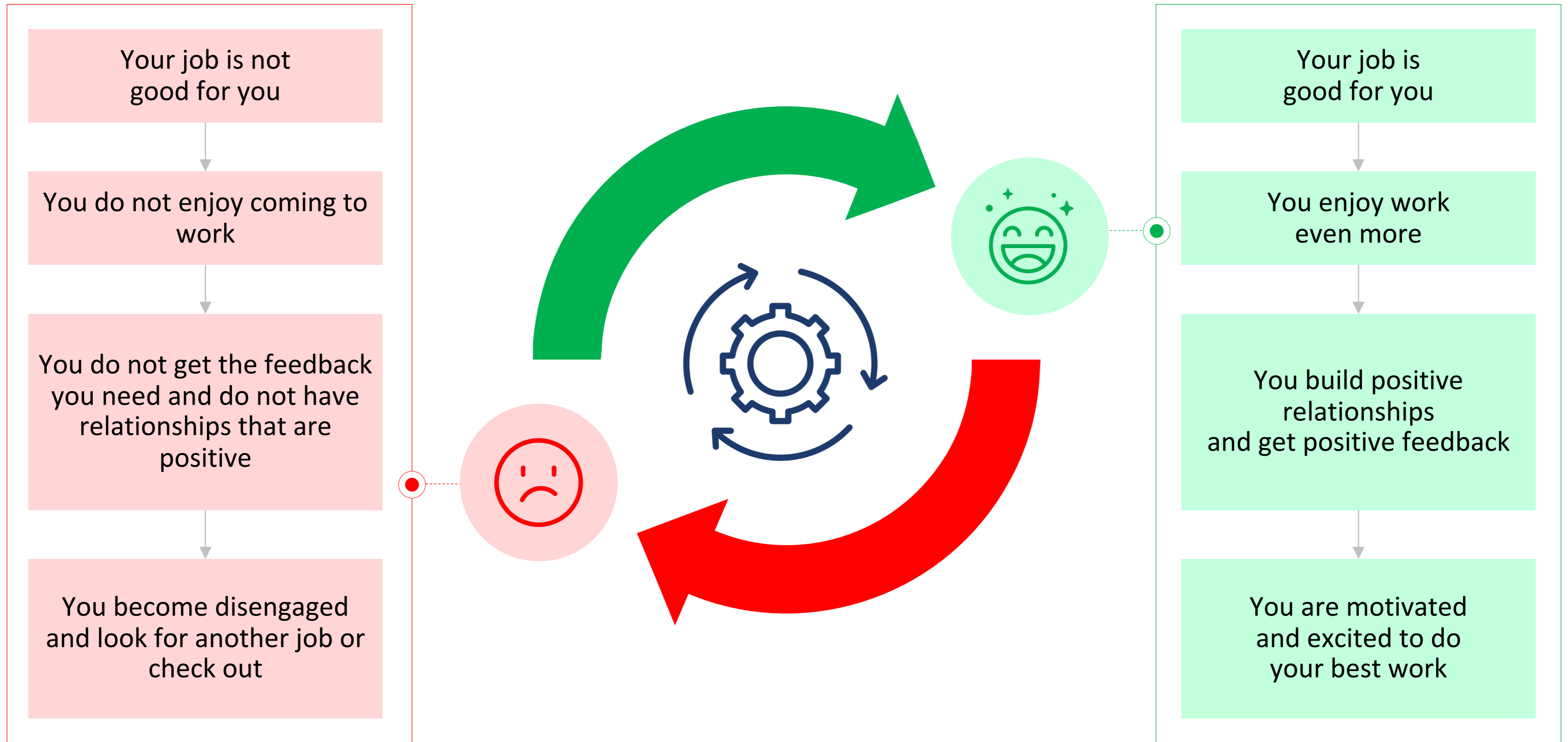
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Whata gives you hope about the future of work in City Government?

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The Virtuous Work Cycle



Leaders
Who Are
Good for
People



Make Good
Work



Team Who Care

Conscious,
Brave Culture

Historical “good” leadership

- Efficiency rules
- Rugged individualism
- Can-do attitude
- Motivations stemming from intellectual principles of conscience
- Focus on hard work, action, and task completion
- Striving for growth
- Measured moderation and quiet strength
- Status and rank over connection
- Chain of command



Good leadership tomorrow

- Ability to connect
- Clear and compassionate candor
- Empathy
- Willingness to be open and transparent
- Capacity for courage and vulnerability
- Humility as expressed in curiosity
- Patience
- Capacity to be trustworthy
- Able to flex and adapt to constant change





Heroic Leadership is Not the Answer

You are not an umbrella.

“Help

**Is the sunny side
of control”**

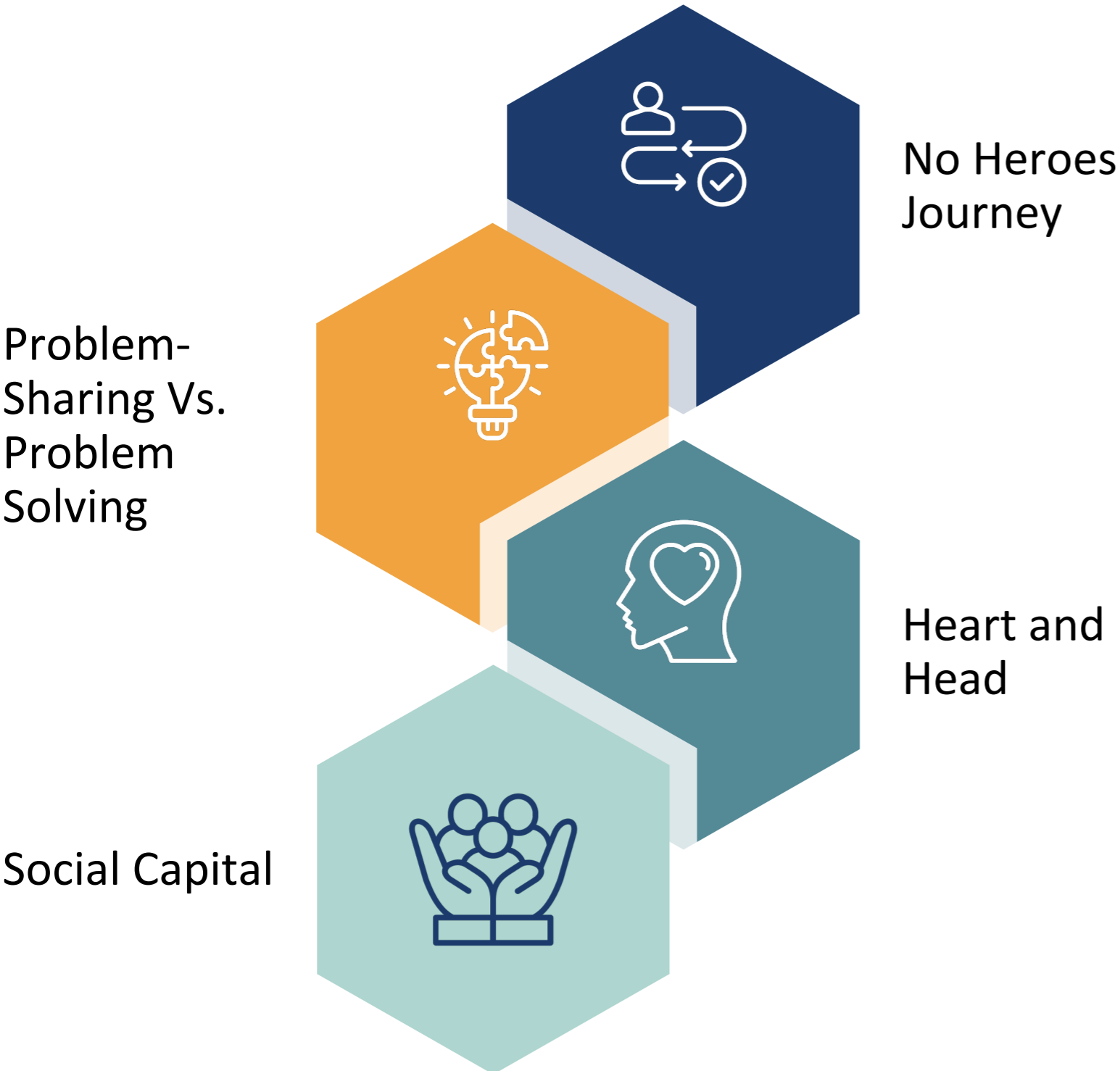
–Annie Lamott

We need an entirely new operating system

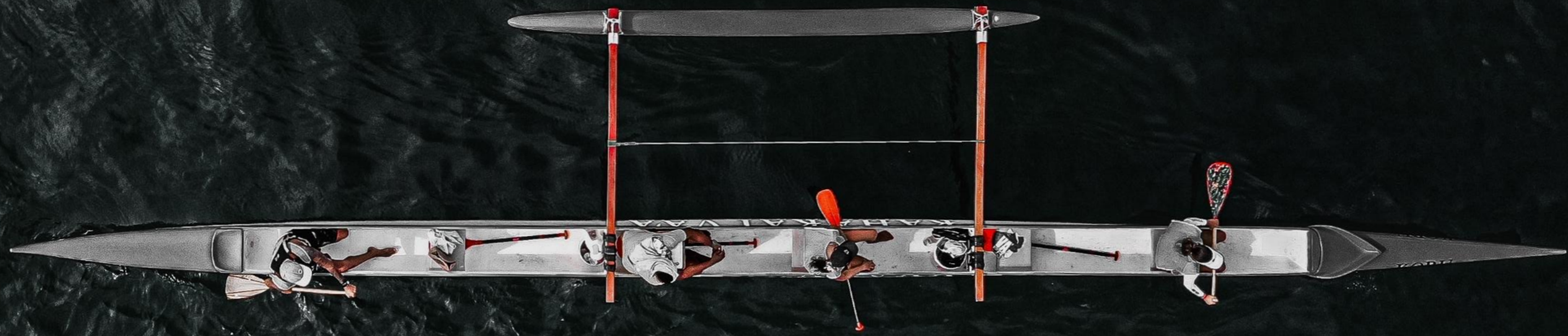
How can you help your
people use *their*
creativity, discretion,
and judgment to solve
the challenges they
face?



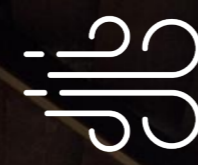
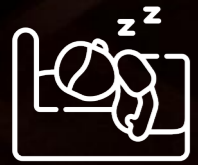
Let's Get Brave



SELF-CARE + TEAM CARE = Healthy Cohesive Community



The SHELTER Model



Sleep

Hydrate

Eat

Love

Take In Air

Exercise

Rest



Wheel of Team Care

Relationships to
one another



Leader


Team members

“Bonding” vs. “Bridging” social capital

Bonding social capital – works in groups of people with similar backgrounds, perspectives, outlooks, values.

Bridging social capital – works in groups of people with different backgrounds, perspectives, outlooks and values





Bonding is about greater personal happiness...
Bridging is about greater community well-being



Bonding social capital is the source for our feelings of *personal* belonging, happiness and wellness

Bridging social capital is a resource for *healthy, functioning communities* in a changing world

Connection



**Is the fuel that
builds agility**



Technology of belonging

Connection

is the energy that exists between people when they feel seen, heard and valued; when they can give and receive without judgement; and when they derive sustenance and strength from the relationship.

Engagement

is the psychological and emotional connection we feel towards our work that drives us to give our best each day.

Twin Gifts



Courage

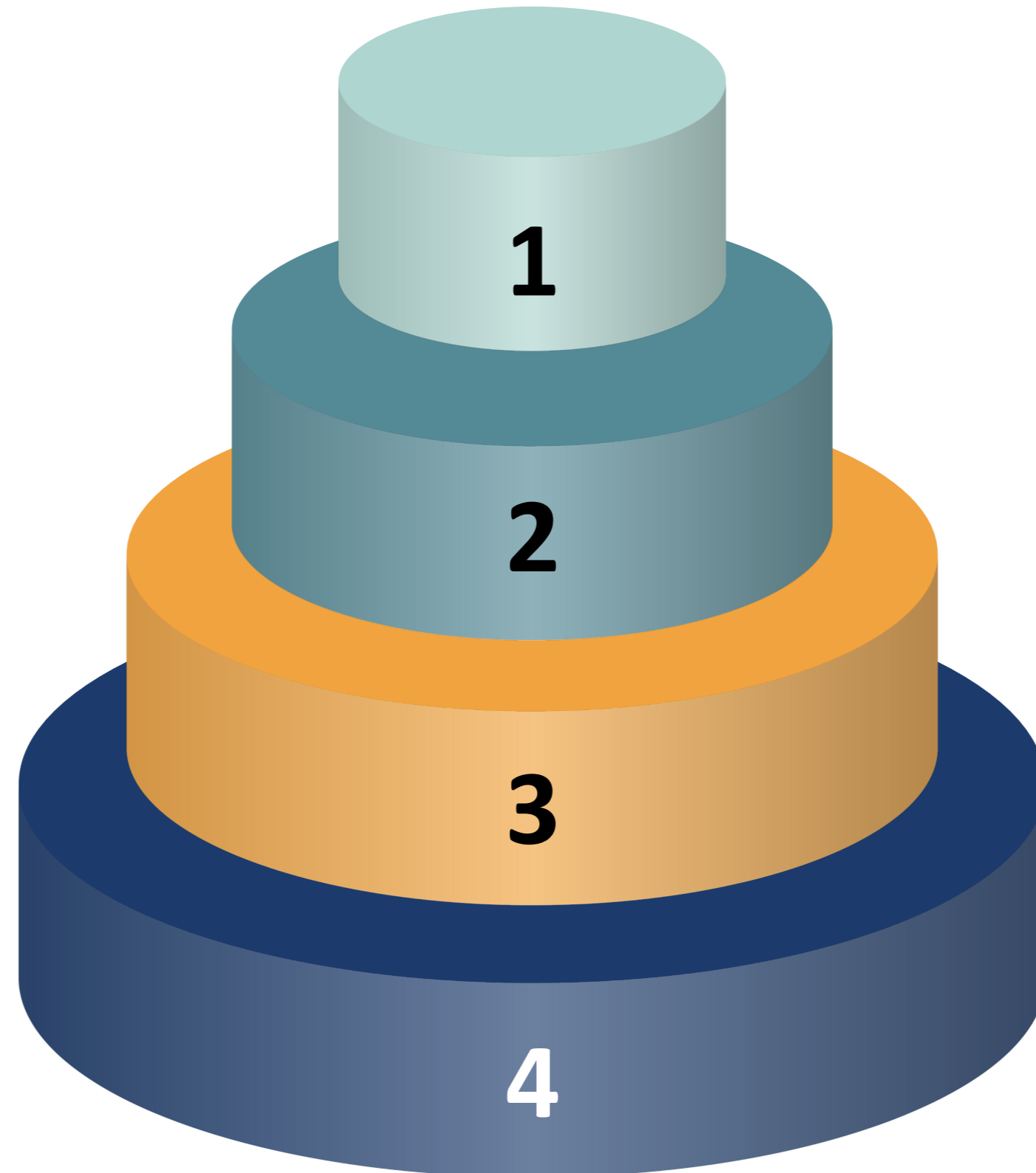
Willingness to be seen
even when you feel
vulnerable

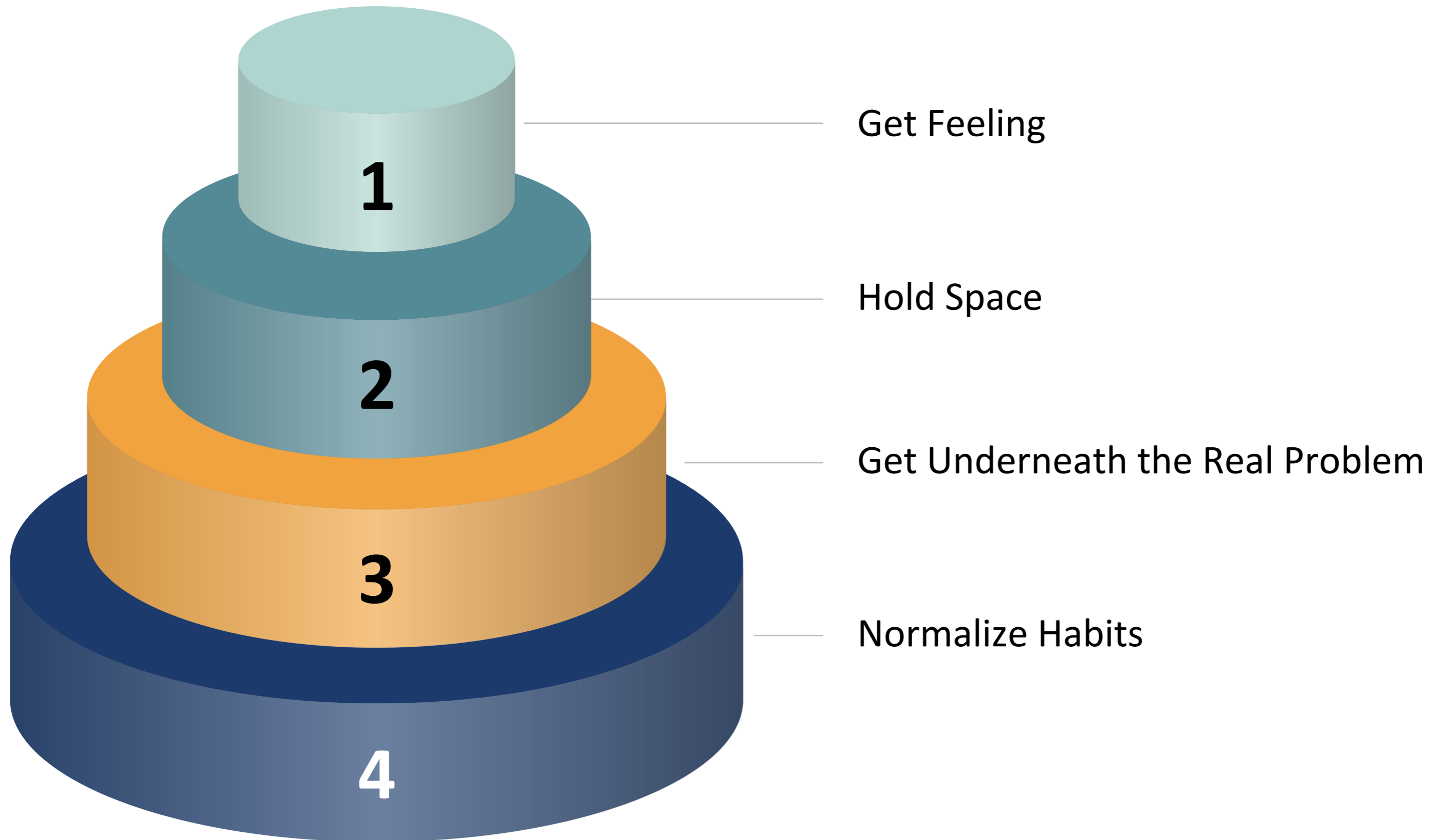


Curiosity

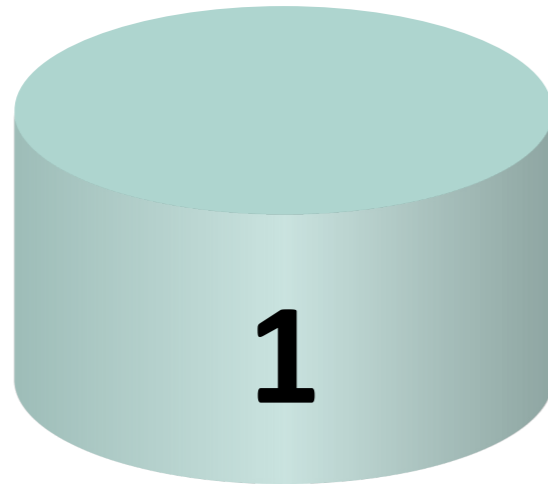
Interest leading to
humble inquiry

The 4 Practices of the Heart Habit





1. Get Feeling



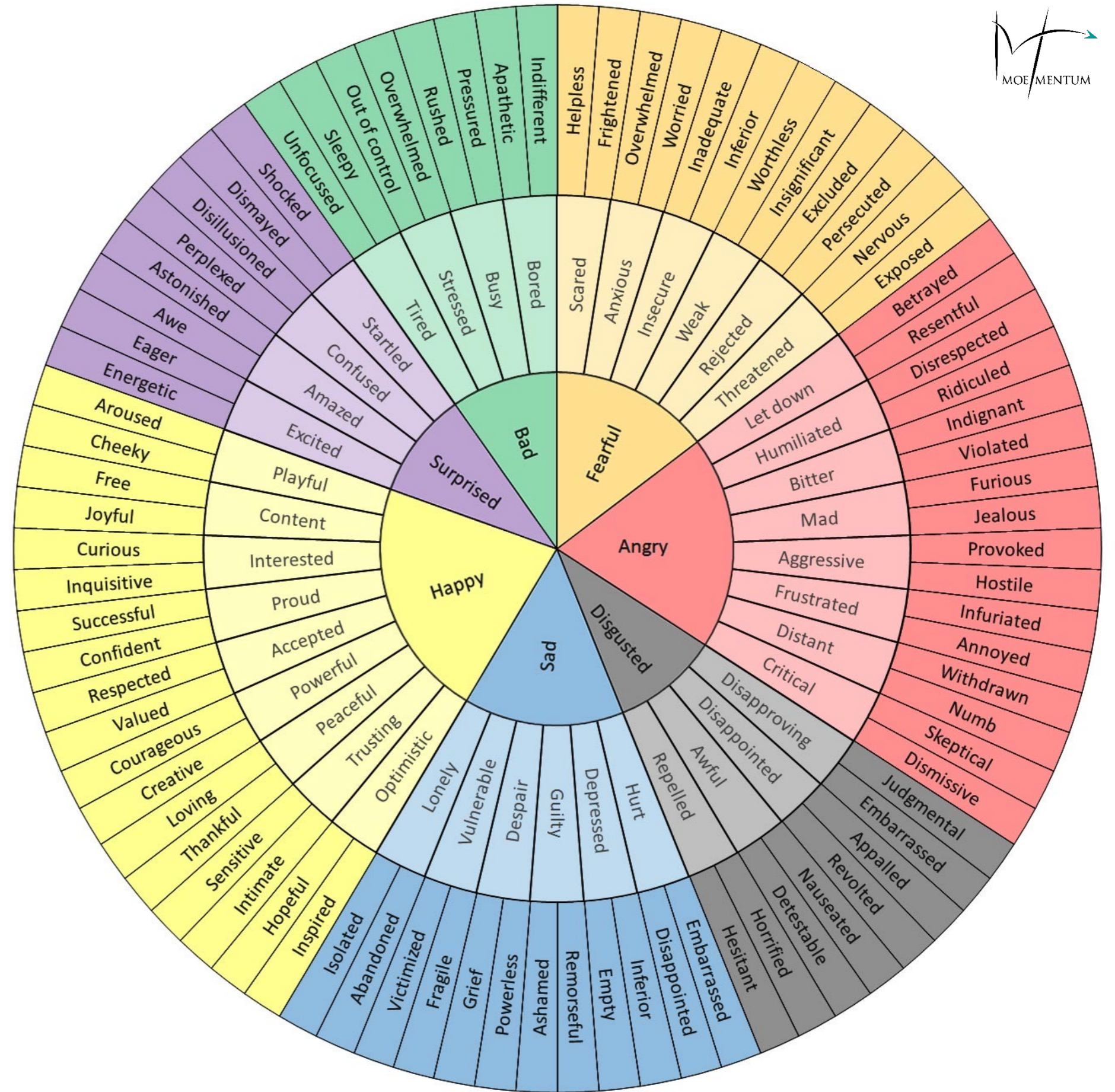
Think about, notice, and get comfortable with feelings and their emotions.

Feelings: What happens inside our body in reaction to a perceived threat or event/experience.

Emotions: the words we use to describe the feeling sensations.



Feelings are complex and myriad. But they are all part of the human experience.

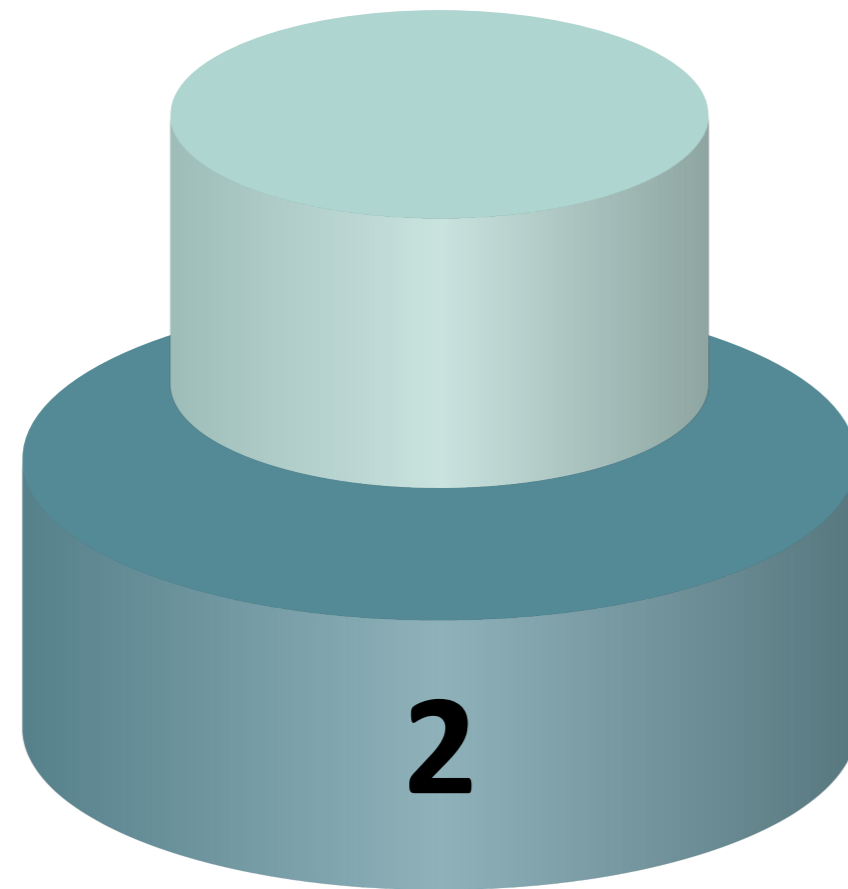


Getting good at questions about feelings

- What's going on for you?
- What about this is a challenge for you?
- What does this mean to you?
- What does this feel like right now?
- What does this mean to you?
- What assumptions do you hold about this?
- What about this is a problem for you? Why?
- What do you wish had happened?
- Is that true? How do you know?
- What comes up for you when this happens?
- What feelings can you tap into?



2. Hold Space

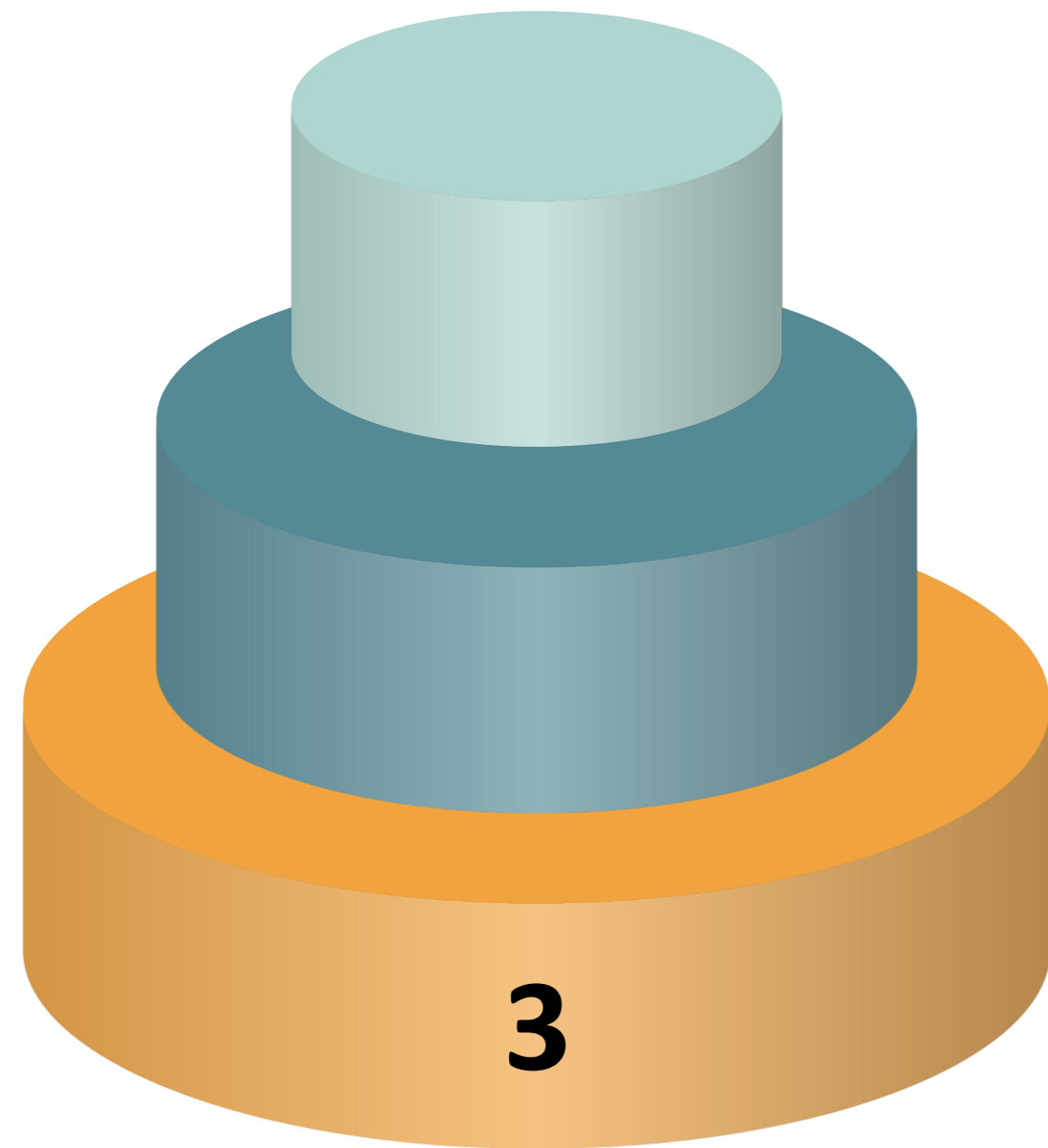


Express acceptance with empathy

(Perspective taking, staying out of judgement, communicating emotion, connecting to emotion)

Compassion is the ability to be mindful of suffering – without ignoring it or running away, but also without becoming immersed in it.

3. Get Underneath the Real Problem

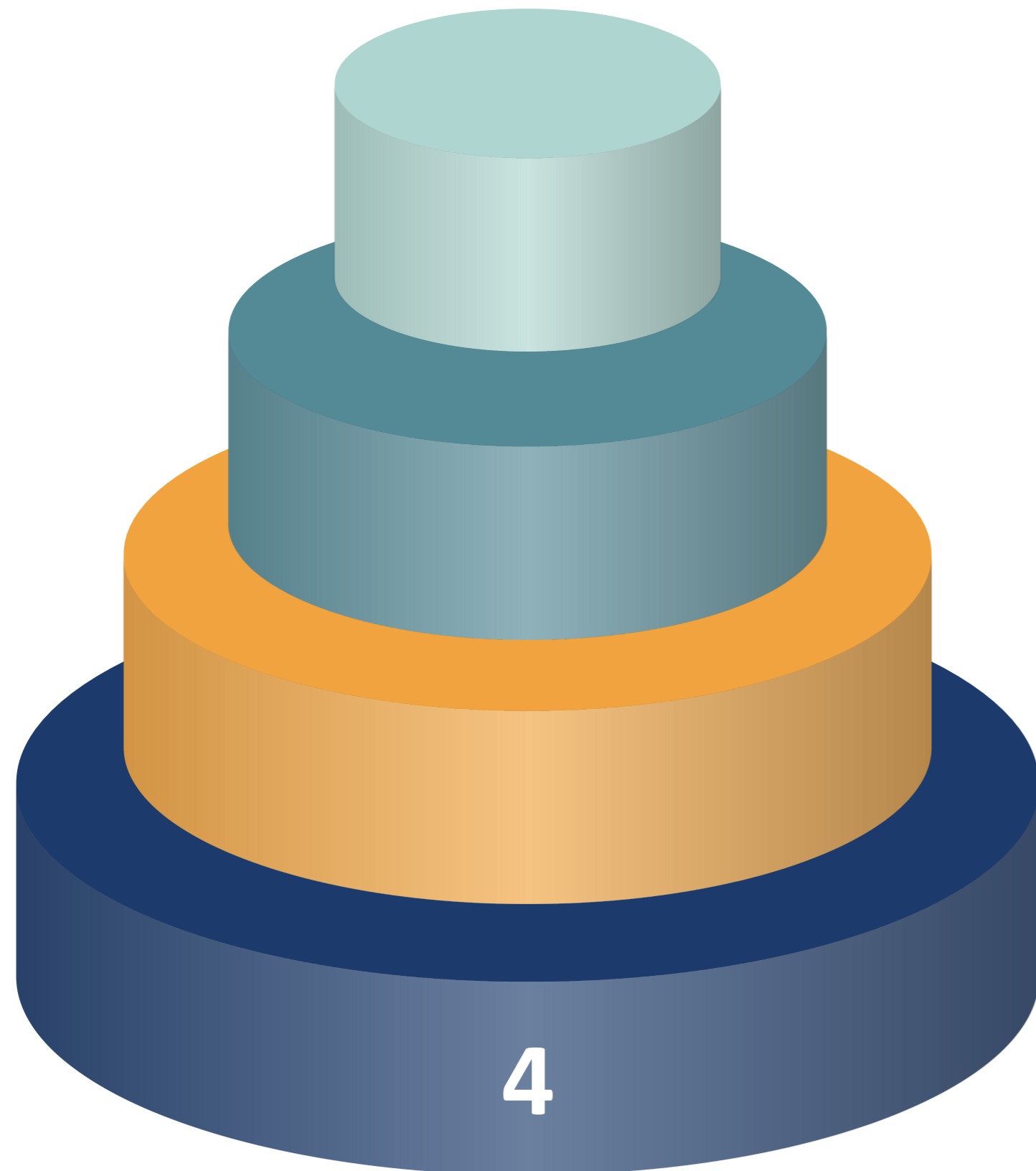


If something is hard, emotions are at the center.

Become aware of the emotions that underlie common workplace problems.

Reframe emotions as a source of data

4. Normalize Habits



Talk about emotion
(not the same as emotionality)

Be vulnerable (I made a mistake, I need
your help, I don't know)

Suggestions



Presentation Skills Lab.

Feedback Café

Negotiation Skills Training

Feedback Café

Most of us do not get enough feedback

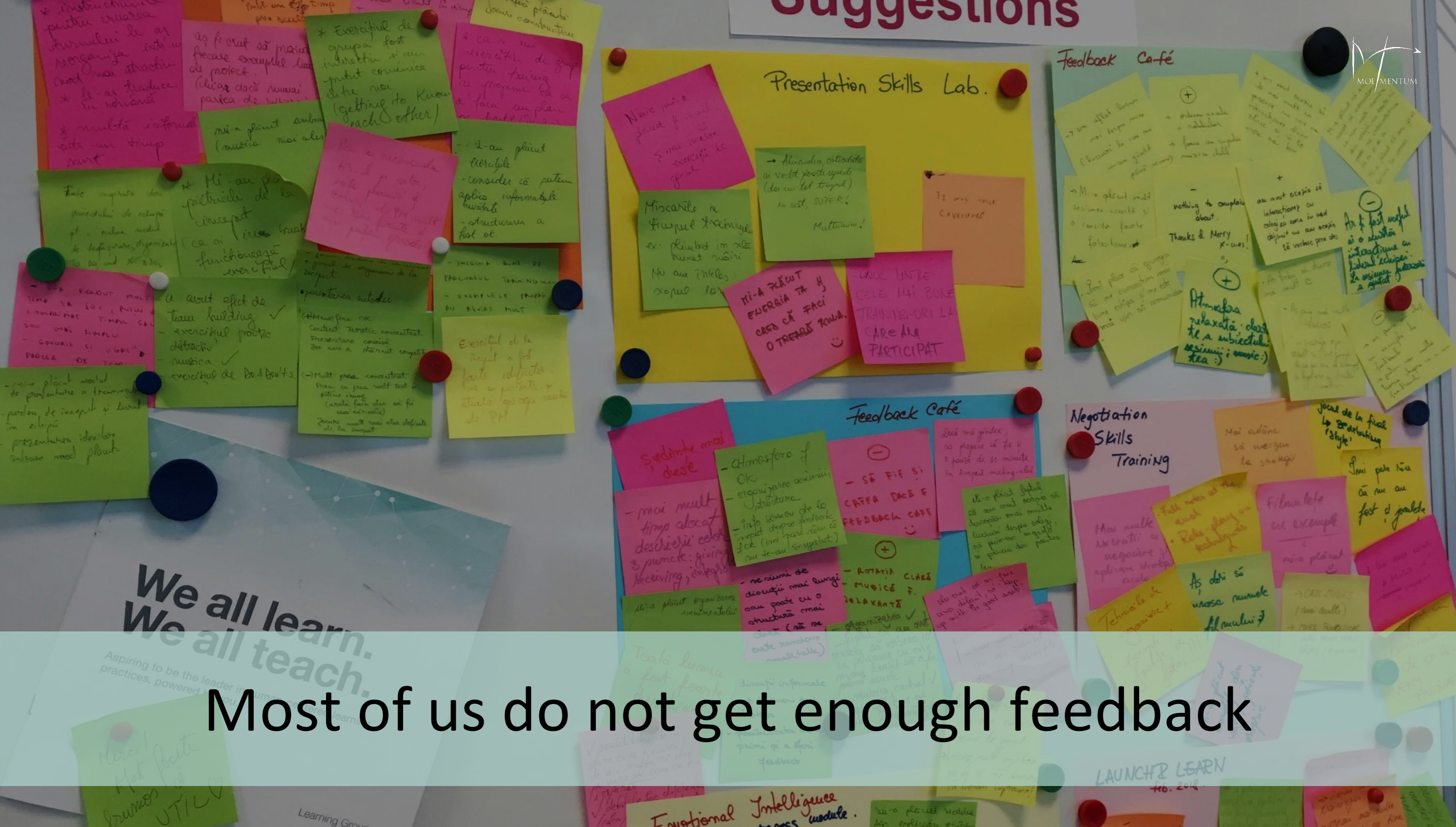
We all learn.
We all teach.

Merci!
Mă bucur
să primesc
UTIC!

Learning Group

Emotional Intelligence
awareness module.

LAUNCH & LEARN
Feb. 2018



Communication is not the answer

Meaning Making Is.

And meaning making requires
two-way conversations,
humble inquiry and genuine
curiosity

WAIT: Why Am I Talking?



Accountability vs. Responsibility

I want to do it. If I don't do it, I will be bad, guilty or inadequate

I am obligated to do it well, or else I will be held accountable

Responsibility

judging oneself according to one's own ideas, conscience and standards



Accountability

being "called to account" by someone else to whom a commitment was made



Monthly Meet-Up template – The 3-C's



Employee

Leader

CELEBRATE



1. Share something you are proud of this month? (i.e. proactive action you took. goal you reached. important conversation you had, team success. etc.)
2. What feels like it is going well here? What is working?
3. How are you doing with personal well being and work/ life integration?

Listen for and share:

- Appreciations to reinforce work (focus on values)
- Specific observations and wins that the employee may not have mentioned (your "keep doing of this"- observations!)

Questions:

1. What has enlivened you and given positive energy?
2. What do feel good about having accomplished or learned?
3. How are you doing with personal well being and work/life integration?

COLLABORATE



1. What support, reinforcement, education. Or help do you need to succeed next month?
2. What ideas do you have for focus next month? Where will you put your energy?
3. What will a great month look like next time?

This is the part where you may receive critical or improvement related feedback. Remember. the more you know about your impact the more effective you will be. Listen and be open, even when it is hard. This is also the section where you can share feedback with your manager-- it is important to them to know their impact too!

Listen for and share:

- Specific feedback on refinement or improvement opportunities
- Validate if their focus looks spot-on or off- base

Questions:

1. How do you feel about what coming up this month?
2. Where are you feeling over or underwhelmed?
3. Are you clear on priorities?
4. What support Or help can I provide?
5. What I am hoping to see and/or notice? (focus for improvement)
6. What feedback do you have for me? (I really want to know your candid feedback on how I am doing upside and downside)
7. How is progress on your goals?

This is the part where you will share your critical Or improvement feedback. Clear is kind. unclear is unkind. Remember to share about the impact someone is having by using direct but compassionate language

CONFIRM



1. What do I need from my leader or company?
2. What will I be focusing on this month at work?
3. What will I start/stop/continue?
4. What support do I need?

“Thank you so much for checking in”

“Anything else you need from me/ from anyone else here?”

“Keep up your awesome work”

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“Keep up your awesome work”



The Stay Checklist



GETTING STARTED



Your connection tool-kit

1. Put connection on your dashboard

2. Reframe emotions as data, not emotionality

3. Practice the heart habit

4. Use (and teach) empathy as a practice

5. Give everyone tools for talking about what is hard to talk about

6. Get good at great questions



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What tools will you use right away?

i Start presenting to display the poll results on this slide.

the **PEOPLE**
and **CULTURE**
PULSE CHECK





THE BRAVE DECK

LIMITED ED.

BRAVEDECK

you are enough

Moe Carrick

What little luxury do you most enjoy?

LIMITED ED.

LIMITED ED.

LIMITED ED.

BRAVEDECK

you are enough

Moe Carrick

Do you remember a recent dream?
What happened?

CK

he
you've

THE BRAVE DECK

Moe Carrick

A wooden surface, possibly a table, is surrounded by numerous colorful sticky notes (yellow, green, blue, pink) scattered around it. Each sticky note has a large black question mark drawn on it. The word "Questions?" is written in white, sans-serif font across the center of the wooden surface.

Questions?